



A Sustainability Plan for the Eastside Promise Zone
2018

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Executive Summary

San Antonio's Eastside neighborhoods reflect a rich cultural heritage and historic record. For generations, the residents of the Eastside have been predominately working class and poor, people of color. The community has a proud legacy as the heart of San Antonio's first and largest African-American community. Over time, the demographics of the Eastside have evolved and it is now a diverse, majority-Hispanic community that remains home to a sizable African-American population and numerous African-American led community, religious, business and cultural institutions. The history of the Eastside has also been characterized by decades of economic disinvestment. In the early 2000s, some of the worst pockets of poverty, crime and blight in the region could be found on the Eastside.

Beginning in 2009, the City of San Antonio, the United Way of San Antonio and Bexar County, the San Antonio Housing Authority (SAHA), the San Antonio Independent School District (SAISD) and a wide range of other partners, undertook an ambitious community reinvestment effort on San Antonio's Eastside. By 2011, the partners secured more than \$50 million in federal grants to support the implementation of a coordinated community reinvestment plan. This included a Promise Neighborhood Grant from the US Department of Education, a Choice Neighborhood Initiative Grant from the US Department of Housing and Urban Development and funding under the federal Byrne Criminal Justice Program. Concurrently, the City of San Antonio made numerous multimillion dollar investments, from diverse sources, to support community improvements including infrastructure, parks, public services, and housing development.

The partially overlapping target areas for the Promise, Choice and Byrne grants included 4.5 sq. miles on the near Eastside. In 2014, the Obama Administration designated a larger 22 sq. mile area of the Eastside as one of the nation's first five Promise Zones – a designation that provides priority to proposed federal investments in the target area. The Promise Zone designation was a supportive factor in leveraging more than \$17 million in additional federal investments.

Anticipating the end of the federal grant periods, the partners placed a strong focus on sustainability. There was a recognition that federal government resources were unlikely to continue to be available at the levels seen over the previous years and that private philanthropic resources and private investment would need to become stronger drivers of community improvement. The Promise Zone partners recognized that evolving community needs, a changing real estate market and a need to diversify the sources of investment in the Promise Zone, among other factors, would require evolution in the approach to implementing the Promise Zone vision.

The Eastside Promise Zone partners have a vision for a stronger, more economically vital Eastside in which low- and moderate income residents share in the benefits of broader community improvement. The purpose of this sustainability plan is to advance this vision, build on the significant accomplishments to date and describe the collective impact approach that the partners have chosen

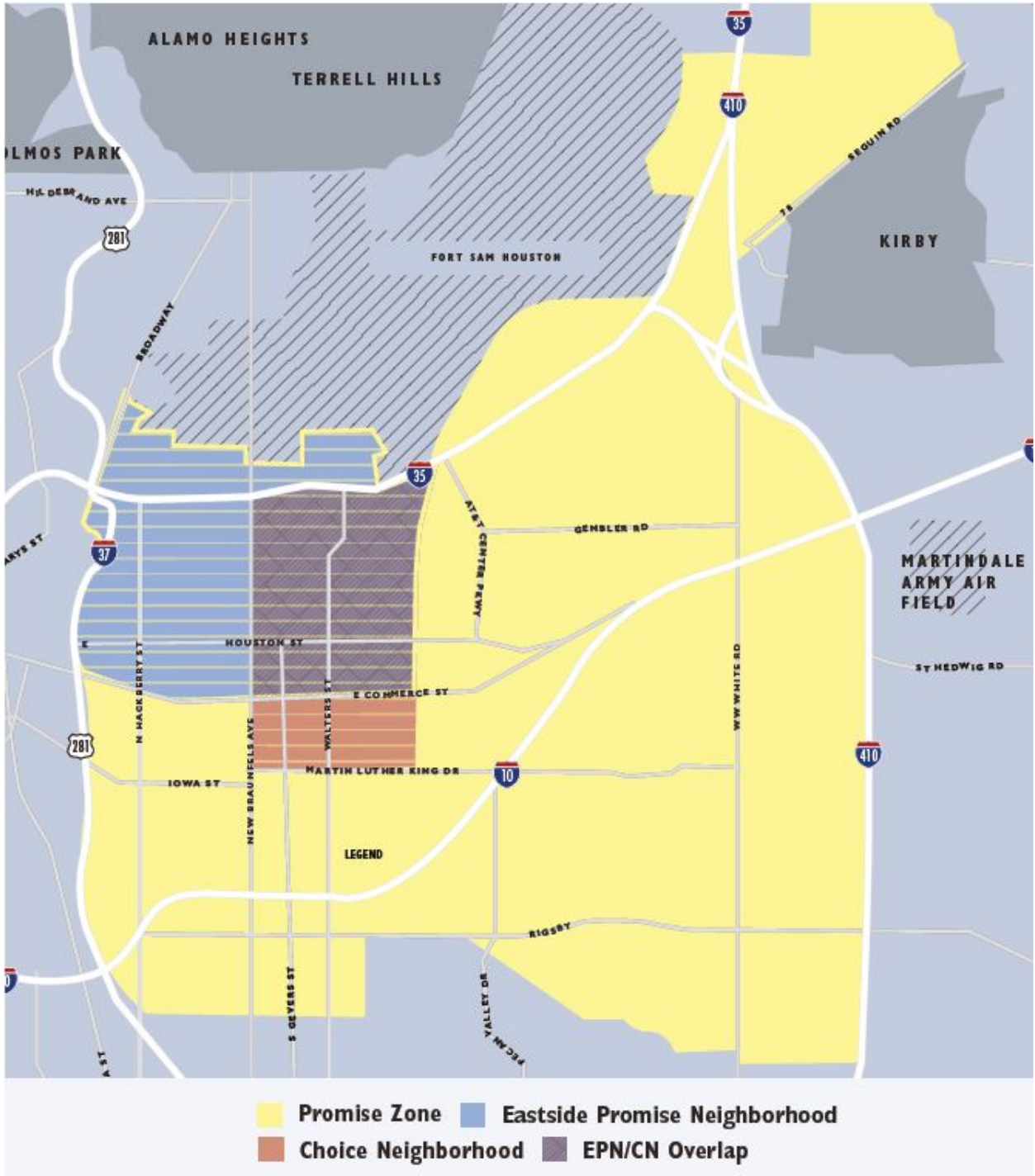
to pursue, embodied in the Eastside Promise Zone Coordinating Council and operationalized through a Collective Impact Coordinator. This document is a roadmap and coordinating tool. It describes the origins of the Promise Zone effort, summarizes accomplishments to date, and documents the sustainability planning process. It provides a detailed description of the Eastside Promise Zone collective impact structure and the goals and metrics of success that partners have agreed to pursue together. Finally, it presents priorities for sustainability that match the metrics and supplementary materials to support resource development efforts for the identified priorities. This plan will be reviewed and updated annually by the Coordinating Council.

The following are the goals of the Eastside Promise Zone.

1. Continue to reduce crime and improve public safety in the Promise Zone.
2. Increase the kindergarten readiness of children ages 0-4 in the Promise Zone.
3. Ensure students from the hardest to serve families that attend any school in the Promise Zone achieve at a higher academic level and advance to higher education.
4. Improve the quality of life for those that live, work and worship in the Promise Zone.
5. Improve the economic circumstances of low- and moderate-income people in the Promise Zone.
6. Strengthen the institutions and community facilities that are needed to achieve social impact in the Eastside Promise Zone.

In most cases, the Eastside Promise Zone's goals and metrics of success will not be met by a single program or activity, rather as a result of the combined impact of multiple, coordinated efforts. Many different agencies will lead the priority initiatives identified in this plan and will develop their own implementation strategies, metrics of success and fundraising strategies. This plan reflects an intentional process of planning for sustainability that has culminated in a high degree of readiness to utilize philanthropic funding and private capital through a well-designed, multi-sectoral collaboration, as demonstrated by the following factors.

- There is strong momentum toward improving the quality of life in the Promise Zone as documented in the *Review of the EastPoint Neighborhood Investment Initiatives*.
- There are ongoing commitments of resources to invest in the Promise Zone from the City of San Antonio, the United Way of San Antonio and Bexar County, the San Antonio Area Foundation and a wide range of other partners.
- There has been a process of reflection and learning that informed the governance, collective impact approach and community engagement efforts documented in this plan.
- The Promise Zone Coordinating Council has a clear vision with measurable goals.
- The Eastside Promise Zone collective impact model demonstrates a high level of coordination among the participating partners.
- Elected officials have demonstrated strong public commitment to the Promise Zone.
- The Eastside Promise Zone has the potential to be an important model for place-based investment elsewhere in San Antonio and throughout the country.



Background: The Origins of Promise on the Eastside

In January 2014, the US Department of Education, leading a multi-agency initiative, selected San Antonio's Eastside as one of the first five Promise Zones in the nation. The Eastside Promise Zone (EPZ) is an approximately 22 sq. mile geographic area of San Antonio's Eastside, encompassing most of City Council District 2 and a portion of District 3, which was identified by the City of San Antonio and a diverse group of partners as the target for a comprehensive community reinvestment and economic development effort.

The Promise Zone designation was created to allow local leaders in high poverty areas to work strategically with the federal government to boost economic activity and job growth, improve educational opportunities, reduce crime and leverage private investment to improve the quality of life for residents. Promise Zones received priority access to federal investments and technical support from federal departments to help navigate federal resources. This ten-year federal designation lasts from 2014 to 2024.

The Promise Zone designation was the culmination of five years of intense community reinvestment activity on the Eastside. In January and February of 2010, then Mayor of San Antonio Julian Castro and District 2 Councilwoman Ivy Taylor led the Eastside Reinvestment Summits, a series of three public meetings with the stated goal to create a, "foundation for moving forward collaboratively with the economic redevelopment of the Eastside."¹

Following the Eastside Reinvestment Summits, in September 2010, the United Way of San Antonio and Bexar County was awarded a \$312,000 Promise Neighborhood Planning Grant by the U.S. Department of Education to develop a comprehensive approach to neighborhood improvement with a focus on early childhood development. In early 2011, the San Antonio Housing Authority secured a \$250,000 Choice Neighborhood Planning grant from the US Department of Housing and Urban Development to create a redevelopment plan for the Wheatley Courts public housing community and the surrounding neighborhood.

As a result of these community planning efforts, in the twelve months between Dec. 2011 and Dec. 2012, the United Way and SAHA served as the lead applicants for more than \$50 million in successful federal grants aimed at improving neighborhoods on the near Eastside. They included the following.

¹ A report entitled, "City of San Antonio District 2 Eastside Reinvestment Summit." January – February 2010." Prepared by: Huntley Partners.

Timeline	Grant	Grantee	Amount
December 2011	US Department of Education - Promise Neighborhood Implementation Grant	United Way of San Antonio and Bexar County	\$23,700,000
October 2012	US Department of Justice – Byrne Criminal Justice Innovation Grant	San Antonio Housing Authority	\$600,000
November 2012	US Department of Education - Byrne Public Safety Enhancement Grant	United Way of San Antonio and Bexar County	\$320,000
December 2012	US Department of Housing and Urban Development – Choice Neighborhood Implementation Grant	San Antonio Housing Authority	\$29,800,000

At the federal level, the Promise, Choice and Byrne grant programs were key components of a coordinated, cross-departmental approach to place-based investment. San Antonio quickly became a national focal point as the only city with funding from all three grant programs targeted in one community. Recognizing the value and potential challenges of so much scrutiny from different federal departments, the City of San Antonio undertook an unprecedented local effort to coordinate among the implementing agencies and partners. In 2013, Mayor Julián Castro established the EastPoint Coordinating Council to ensure the coordination of these major federal investments and to pursue the newly established Promise Zone designation, initially available only to communities that had previously received either a Promise, Choice or Byrne grant. Mayor Castro personally chaired the Council. In January 2014, San Antonio secured one of the first five Promise Zone designations. As a part of its commitment under the Promise Zone designation, the City of San Antonio established the Office of Eastpoint to coordinate the overarching Promise Zone effort and the investment of City departments in the Promise Zone. The Office of EastPoint also took on management of the City of San Antonio’s MLK Commission which hosts the nation’s largest MLK Day march, the path of which is in the Promise Zone footprint.

In the summer of 2014, Mayor Castro was selected by President Obama to serve as the Secretary of Housing and Urban Development and District 2 Councilwoman Ivy Taylor was selected by her peers on Council to fulfill the remainder of Mayor Castro’s term. Under Mayor Ivy Taylor, the Coordinating Council continued as the key coordinating entity for community reinvestment activities in the Promise Zone and the Mayor continued to lead the Council as its Chair.

Between 2014 and 2016, the Promise Zone designation was a supportive factor in leveraging more than \$17 million in additional federal investments, including a multi-million grant from the US Department of Education awarded to SAISD to implement a community school model at Wheatley Middle School. In close coordination with these federally funded efforts, the City of San Antonio invested tens of millions of dollars from its annual budget and in the form of development incentives in the Promise Zone. These investments have achieved unmistakable momentum and measurable results, which are documented in a third-party review that was completed in February 2017.

Assessing Accomplishments and Momentum

The Promise Zone partners recognized a pressing need to plan for sustaining community reinvestment in the Promise Zone after the federal grants fueling the neighborhood reinvestment effort were scheduled to end. In early 2016, Mayor Taylor established a Sustainability Committee of the Coordinating Council and directed the committee to undertake a sustainability planning process.

On behalf of the Sustainability Committee, the COSA Office of Eastpoint engaged NALCAB – National Association for Latino Community Asset Builders in November 2016 to conduct a review of the grant programs and initiatives to determine what impacts had been achieved and which initiatives could be sustained. NALCAB delivered a final report to the Sustainability Committee in January 2017. NALCAB used existing reports and evaluations as sources on which to base the cross-initiative review intended to inform the public, policy makers and potential funders and investors. Below is a summary of the methodology and findings.

Report Findings

The overall effort has been successful in beginning to transform EastPoint into a safer and more vibrant neighborhood that provides residents, and particularly children, with a clearer pathway to opportunity and, ultimately, social mobility. The following are some of the most important questions to ask about the overall impact of the East Point Neighborhood Revitalization Initiative.

- *Has crime decreased in the EastPoint community?* – It is clear that the most pressing concern of many community members prior to launching these projects was safety. None of the other goals could be met without successfully addressing the reality and the perception of the Eastside being a high crime area. Data suggests the community has experienced a significant and sustained reduction in property crime and nuisance crime. EastPoint experienced a significant and sustained reduction in crime. According to San Antonio Police Department data provided to the COSA Office of East Point, total crime in the EastPoint footprint decreased by 17% between 2012 and 2015, with the largest decrease coming in the area of property crimes. A subsequent further decrease in total crime by 20.2% was reported from the first half of 2015 to the first half of 2016. While violent crime has also been reduced, it appears that there remains concentrations of more serious criminal activity and domestic abuse that continue to pose a challenge for the community.
- *Is the early childhood learning eco-system within EastPoint stronger?* – Among the clearest positive outcomes from the EastPoint have been in the area of early childhood. Two new Early Head Start programs were launched, and three existing childcare centers built quality and credibility and increased their accreditation levels. Looking forward, it is also important to note that, based on EPN data, it appears that the overall utilization of early childcare services in the community has shifted away from center-based care to home-based providers. The EPN program has provided training and resources to home-based providers and this may be an important ongoing area for focus and resources. The impact of this investment in the early childhood education infrastructure may be

showing impact in the SAISD schools in EastPoint. In 2010, 31% of children in the EastPoint elementary schools were ‘on track’ or ‘kinder ready’, now 41% of children are ‘on-track’ or kinder ready.

- *Are the SAISD schools in the Promise Neighborhood stronger?* – There is significant evidence that the SAISD schools in the EastPoint footprint have been strengthened, and that, collectively, there remains a compelling case for ongoing investment. There has been extensive teacher training and curriculum development support, including in-school instructional coaches, and the implementation of a STEM strategic plan.

Prior to the launch of the Promise Neighborhood, the schools uniformly experienced very high mobility rates in the student populations, with an EPN Baseline Report stating that, “Of the 16,128 students in the database, not one student was present from kindergarten through the 8th grade.” While overall mobility rates remained in the range of 33-35% per year in schools in the EastPoint footprint from 2013 - 2016, a stable core cohort may be forming, which would be a significant development in this student population. The first grade class in 2012, for example, included 246 students. 107 students remained in the 2017 6th grade class – five years later. Representatives of the United Way and SAISD credited this improvement to stability in school administration, increased opportunities for teacher collaboration, and data-driven daily reading and math interventions.

- *Are students in the SAISD schools in EastPoint achieving at a higher academic level?* – This is the most difficult question to answer in part because the methods and metrics proscribed by the U.S. Department of Education may not adequately capture the progress among a cohort of students in the schools. High level, aggregate data showing percentages of students performing at or above grade level fluctuate from year to year, and may be masking the real story of momentum toward improvement. It is imperative that EastPoint partners undertake longitudinal assessment and evaluation of disaggregated, individual student performance, with a particular focus on progress being achieved even when it is below grade level. The United Way is currently undertaking additional data analysis to better understand student level impact.
- *Are the residents of the former Wheatley Courts public housing community better off?* – There is compelling evidence that the residents of the former Wheatley courts have benefitted from the Choice Neighborhood Initiative. Intensive case management and community building services provided by Urban Strategies resulted in very high level of engagement in case management services among former Wheatley households, and there are clear indicators that these services are having a positive impact. Average household income among the original Wheatley households has increased from \$7,709 in the third quarter of 2013 to \$10,079 in the second quarter of 2016, an increase of more than 30%. There was a marked increase in participation in educational and recreational services among children and youth from this community. The large majority of households appear to have maintained stability as they relocated away from the site prior to demolition.

- *Did the mixed-income redevelopment of the former Wheatley Courts result in a better place to live for public housing residents and other members of the community?* – Although the redeveloped East Point community has not yet been fully completed and occupied, it is clear that the residential units and community layout are a clear improvement in the quality and character from the previous outdated public housing development. The overall development effort is ensuring one-for-one replacement of affordable housing units in the context of a mixed-income community rather than a concentration of only public housing. Sustaining a quality living environment will rely on quality property management and maintenance. SAHA and their developer have developed a plan for ongoing management that is consistent with the standard of successful mixed-income communities across the country.
- *Is broader economic development and neighborhood investment happening?* – Over the past five years, there have been successful workforce investment and job creation projects implemented in EastPoint. A primary goal for any broad, publicly-funded neighborhood revitalization effort is to re-energize private market activity: increase business investment, commercial real estate rehabilitation, residential sales, and new job creation. San Antonio for Growth on the Eastside (SAGE), a non-profit economic development organization, has implemented a range of small business investment and support activities that have created jobs and generated excitement around the near Eastside business climate.

Even before 2010, there had been significant investment on the northern and western ends of the EastPoint neighborhoods (the areas closest to downtown, Dignowity Hill and toward Ft. Sam Houston). There is now evidence that major real estate investments, together with improvements in the schools, are beginning to influence real estate market activity more broadly throughout the target area. According to private commercial real estate data, multi-family and commercial investments made in the EastPoint footprint more than doubled during the tenure of the Implementation Grant. From 2012-2017, eleven properties were either built or began the development process, compared with five properties in the 4 years prior. Additionally, VIA Metropolitan Transit made a significant investment in the neighborhood by initiating a new bus Route 515 to serve St. Philip's College beginning in September 2014. Prior to this investment, there was no direct connection to the College via public transit

Defining the Approach to Sustainability: Collective Impact

The review of grant programs and initiatives also presented the following observations regarding moving forward with a sustainability planning effort.

It is unlikely that federal, state and local government resources will continue to be available at the levels seen over the past six years. Private philanthropic resources will need to be marshalled and private market activity and investment will need to become stronger drivers of community improvement. At this time, the systems and infrastructure needed to attract these different types of resources and undertake new and more-market-driven activities is not fully developed. The following are key factors to consider in planning for the sustainability of the EastPoint Investment Initiative.

- *Clarity of vision – This report has identified a range of impactful program and practices but it does not provide a road map for the Initiative after the federal grants end. Hard decisions will need to be made about what initiatives are absorbed into their respective agencies, which will be ended and which may need new lead agencies. Planning for sustainability will require a strategic planning effort that is informed by evidence of progress and defines how partners will work together to continue their pursuit of the core goals of these initiatives. This process will also need to anticipate how success may bring new challenges and specifically how increasing economic activity and real estate values may have adverse consequences for low-income residents.*
- *Governance and accountability – While the individual initiatives have engaged community members in needs assessments, outreach and governance activities, the highest levels of coordination and decision-making for the EastPoint Investment Initiative have limited representation from community residents, business owners, clergy or other institutional leaders. Further, there is no overarching data dashboard to help focus the coordinating partners and reinforce accountability. Greater community representation and a common data tool will strengthen the overall initiative moving forward.*
- *Lead agencies - The EastPoint Investment Initiative is driven primarily by the City of San Antonio and the large agencies and local government entities that have been the conduits for federal funding for these projects. Future funding may require a different organization or agency to receive and deploy funding and other kinds of capital in the EastPoint community. More specifically, a 501 c 3 designated non-profit organization may need to take on a stronger leadership role in order to attract private philanthropic investments. Any agency that takes on a stronger leadership role will need a mission and governance structure that reflects and prioritizes the EastPoint community and will need strong ties to the community.*
- *Community Engagement and Capacity Building – For community members to participate in governance at the highest levels and for community-based non-profit organizations to play a stronger leadership role, there will be a need for ongoing and enhanced investments in leadership development and organizational capacity building.*

After completing the report, NALCAB facilitated a planning session on March 2, 2017 with members of the Sustainability Committee as well as neighborhood leaders. Participants reflected on the findings of the recently completed review and reached a consensus on several key points.²

- A clear collective decision-making structure is still necessary, but to serve this role the Coordinating Council would need to evolve by including more community members.
- Involvement and leadership from the City of San Antonio remained critical and the appropriate role is ongoing investment and supporting accountability.
 - Commitment by the city is different than management by the City
 - City needs to be committed institutionally, not just District Two
 - City should not be an evaluator or data gatherer
- A Collective Impact Coordinator (CIC) agency is needed to implement the vision of the Coordinating Council, coordinate among stakeholders and meaningfully engage community.
 - The group sees an ongoing need for the COSA Office of Eastpoint to coordinate among City departments, but does not see a City office as the CIC agency
 - Need for a 501(c)(3) community-based entity to take a leading role and SAGE – San Antonio for Growth on the Eastside is the highest capacity, community-based non-profit that is in a strong position to take on the role as the CIC agency.
 - Lead agencies are big players, but someone needs to play the role of referee; an entity to hold the “big dogs” accountable
 - There is a need to raise funds to support the work of the CIC agency.
- An ongoing process is needed to define and prioritize programs and it must include meaningful engagement of community members/ residents.
- While individual agencies define goals and measure impact for their own initiatives, there is a need to better define collective impact goals and an ongoing process for gathering data to measure progress against these goals

The May 2017 municipal elections brought significant changes in the City’s political leadership, including the Mayor and District 2 Councilmember. There was a recognition within the Sustainability Committee that, in order to reposition the Coordinating Council for future sustainability and to demonstrate ongoing political support for its goals, there was a need for the Mayor and the members of Council representing Districts 2 and 3 to reappoint the members of the Coordinating Council, to reaffirm the Council’s purpose, and to solidify its focus on the Eastside Promise Zone footprint. There was also a recognition that the structure for sustaining the community reinvestment efforts in the Eastside Promise Zone can serve as a model for place-based investment efforts elsewhere in the City and, potentially for other cities.

² Notes of this planning session are attached herein as an appendix.

The Eastside Promise Zone Collective Impact Structure

The collective impact structure for the Eastside Promise Zone investment initiative is intended to guide, coordinate and harmonize the efforts of major institutions and partners that are investing in the communities in the Promise Zone. The Eastside Promise Zone Coordinating Council is at the center of the collective impact model and is made up of key representatives of institutions as well as community leaders who live, work and/or worship in the Promise Zone. The purpose of the Coordinating Council is to set high level strategic direction for diverse investment efforts in the Eastside Promise and it is where major institutions and community representatives collaborate to advance a collective impact agenda. A community-based CIC agency or “community quarterback” will dedicate staff and other resources to implement the vision and strategic direction set by the Coordinating Council. The following is a detailed description of the elements of the collective impact structure.

The Eastside Promise Zone Coordinating Council

On November 9, 2017, Mayor Ron Nirenberg, District 2 Councilman Cruz Shaw and District 3 Councilwoman Rebecca Viagrán, in a joint statement, reaffirmed the purpose and value of the Eastside Promise Zone Coordinating Council and named the members of the Council. The Eastside Promise Zone Coordinating Council is the body that sets high level strategic direction for Eastside Promise Zone Neighborhood Investment Initiative and it is charged with sustaining and enhancing the impacts of major federal investments that have been made in the Promise Zone in recent years. It is where major institutions and community representatives work together to advance a collective impact agenda, including defining metrics of success, coordinating their investments in the Promise Zone, holding partners accountable to their commitments, and supporting positive public communications. The Coordinating Council is staffed by a Promise Zone Collective Impact Coordinator Agency or “Community Quarterback,” which is empowered to carry out the vision and direction of the Council.

Members of the Coordinating Council are either representatives of major institutions that seek to coordinate their investments in the Eastside Promise Zone or individuals who live, work or worship in the Promise Zone. Each organization or individual represented on the Coordinating Council will make a written commitment to fulfill their roles and responsibilities. Every member of the Coordinating Council will strive to personally participate in all Council meetings. Subject to the approval of the Chair of the Council, a member of the Coordinating Council may empower an alternate to attend meetings in their absence. Members of the Council understand that failure to personally attend three consecutive meetings of the Council will be understood as resignation of their seat on the Council.

**EASTSIDE PROMISE ZONE
COORDINATING COUNCIL MEMBERS**

Name	Title & Agency
Ron Nirenberg	Mayor, COSA
William “Cruz” Shaw	City Council District 2, COSA – Chair of the EPZ Coordinating Council
Rebecca Viagran	City Council District 3, COSA
Sheryl Sculley	City Manager, COSA
Dwayne Robinson	Bexar County Representative
Pedro Martinez	Superintendent, SAISD
David Nisivoccia	President & CEO, SAHA
Mary Ellen Burns	Vice President, United Way
Dr. Adena Williams Loston	President, St. Philip’s College
Dr. Danny J. Anderson	President, Trinity University
Molly Cox	President & CEO, SA 2020
Floyd Wilson	Market President, Frost Bank
Jackie Gorman	CEO, SAGE
Jeffrey Arndt	President & CEO, VIA Metropolitan Transit
George Hempe	CEO, Workforce Solutions Alamo
Steven Hussain	Vice President, Goodwill Industries
William McManus	Chief, SAPD
Tony Gradney (community)	President, Chelsea’s Catering & Bar Service
Joy McGhee (community)	President, Jupe Manor Neighborhood Association
Aubrey Lewis (community)	President, Denver Heights Neighborhood Association
Brian Dillard (community)	President, Dignowity Hill Neighborhood Association
Richard Leal (community)	Owner, Atlas Body Shop
Father Kevin Fausz (community)	Rector, Holy Redeemer Catholic Church
Bryan Lujen (community)	Owner, Big Lou’s Pizza
Robert T. Melvin (community)	Board Chair, SAGE
<i>open</i>	Representative, Annie E. Casey Foundation
<i>open</i>	CEO, San Antonio Area Foundation

Partner organizations represented on the Coordinating Council make the following commitments.

- Report on Strategic Goals and Investments: Partner organizations will report at least annually to the Coordinating Council on their strategic goals and planned investments related to its operations in the Promise Zone in the year to come.
- Shared Goals and Measures of Success: Partner organizations will work with other Coordinating Council members to agree on overarching goals for community reinvestment in the Promise Zone and shared measures of success.
- Impact Reporting: Partner organizations will report at least annually to the Coordinating Council on outcomes and impacts in the Promise Zone related to the Coordinating Council's shared goals and measures of success.
- Coordinating Requests for Funding: Partner organizations will keep Coordinating Council and SAGE apprised of funding requests that they pursued that impact the Promise Zone. Partner organizations are committed to working with the Coordinating Council and the CIC agency in the pursuit of collaborative funding requests that benefit the Promise Zone neighborhood.
- Support of the Collective Impact Coordinator: Partner organizations will support the Promise Zone CIC Agency.

Individuals serving on the Coordinating Council that live, work and/or worship in the Promise Zone are committed to representing the needs and opportunities of the people in the Promise Zone and to representing those neighborhood constituencies with which they are affiliated or are most familiar. Their role includes providing guidance to those institutions and organization represented on the Coordinating Council about how to most effective, responsively and transparently invest in the Promise Zone. Individuals are further committed to acting as ambassadors in their community regarding Promise Zone efforts.

Collective Impact Coordinator (CIC) Agency

The Promise Zone Coordinating Council, on the recommendation of its Sustainability Committee, identified the need to support San Antonio for Growth on the Eastside (SAGE), a leading community-based, non-profit partner, to step up to play the role of the Collective Impact Coordinator Agency. The Council asked SAGE to begin by engaging and overseeing a consultant to develop a comprehensive sustainability plan that provides future funders with a clear road map for investing in what has been working in the Promise Zone.

SAGE was founded in 2008 to advance economic development and community revitalization in San Antonio's Eastside – a community with a proud history and culture that has also been challenged by

disinvestment and concentrated poverty. Since its founding, SAGE has worked to advocate for efficient and sustainable growth for San Antonio's Eastside; advance small business development; maintain and promote the area's history and culture; and provide innovative and progressive solutions to Eastside challenges. Over the past five years, SAGE has been a leading community-based institution in the implementation of the Promise Zone investments.

SAGE implements several economic development and organizational capacity building programs focused on the Eastside. SAGE's Store-Front Grant Program assists new or existing business owners on the Eastside to make exterior renovations and equipment upgrades, supporting revitalization along the Eastside's commercial corridors. The organization's Grow Eastside Fund provides loan funds to existing small businesses looking to expand on the Eastside, generating economic development from within the community. Additionally, through its Equity Fund, SAGE invests in small businesses expanding or locating on the Eastside, supporting job growth for low-income individuals. In 2016, SAGE undertook an effort to provide capacity building support and administrative support for emerging community-based non-profits and community service organizations.

SAGE's work has driven community-oriented economic development on the Eastside. SAGE also understands that successful economic development and community revitalization requires the integration of diverse efforts to, among other things, improve safety, provide affordable housing, invest in the workforce, encourage entrepreneurship and advance the education of children and adults. In addition to implementing the neighborhood economic development component of this project, SAGE's CEO has served on the Eastside Promise Zone Coordinating Council, together with the Mayor, City Manager and CEOs of lead institutions, to ensure a well-coordinated approach to overall implementation. Now that the large federal grants are coming to a close, these key leaders have recognized SAGE's key role and capacity and have collectively agreed to support SAGE as a CIC agency or "community quarterback" to lead the sustainability effort for the next stage of the Eastside Promise Zone investment initiatives.

The following details SAGE's scope of work in acting as a CIC agency or "community quarterback" in the effort to sustain and advance Eastside Promise Zone investment initiatives, including the following elements.

- Staff and Guide Strategy for the Coordinating Council
- Report on Community Needs and Opportunities
- Catalogue Investments and Communicate Impact
- Community Engagement
- Capacity Building for Community-Based Organizations
- Neighborhood Marketing
- Sustainability

Staff and Guide Strategy for the Coordinating Council

As the central coordinator for ongoing collective impact efforts in the Eastside Promise Zone, SAGE will be a critical partner in shaping and advancing the Coordinating Council's strategic vision. SAGE will act as a liaison among partner organizations and participants on the Coordinating Council. SAGE will assist in implementing agreed upon strategies and agreements based on direction from the Council and will facilitate mutual accountability among the Coordinating Council partner agencies.

SAGE will also be responsible for staffing of the Coordinating Council. This will include setting the Council's calendar of meetings, developing each meeting's agenda with the Chair, coordinating meeting invitations, coordinating meeting space, and providing necessary meeting materials. SAGE will act based on direction from the Council to implement or support collective strategies or agreements.

Report on Community Needs and Opportunities

The Promise Zone community will not be stagnant and will continue to grow and change over time. SAGE will perform ongoing assessments of the needs and opportunities in the Promise Zone community, including an accounting of changing demographic and socio-economic attributes through quantitative research, as well as changing feedback from community members through qualitative measures, such as focus groups, interviews, or surveys. As part of an annual report to the community, SAGE will publish the findings of its assessment.

Catalogue Investments and Communicate Impact

SAGE will assist the Coordinating Council to develop and maintain a set of overarching goals against which to measure the progress and impact of initiatives in the Promise Zone. SAGE will be responsible for cataloguing investments in the Promise Zone and, at least annually, will gather impact reports from the agencies represented on the Coordinating Council. SAGE will distill these reports into a consolidated annual report on progress against the Coordinating Council's overall goals.

Community Engagement

Recognizing that many entities and partners conduct outreach to the Promise Zone, SAGE will actively engage community residents, businesses and faith communities in the Promise Zone to provide consistent and trustworthy information about major decisions and investments that will have an impact in the community. Examples of anticipated community engagement practices include:

- Maintain a newsletter and host in-person public meetings, including on weekends or in the evenings, to:

- Share information on initiative activities and resources with local residents and business owners;
- Respond to requests and answer questions from the general public; and
- Facilitate conversations with local residents and business owners to solicit feedback on Eastside Promise Zone activities, incorporate feedback, and report back to the community on implementation.
- Engaging community members in a manner that meets them where they are, including but not limited to by:
 - Spreading news about community engagement opportunities in a variety of ways, such as via social media, door-to-door block walking, utilizing peer engagement practices, by phone, and through other modes as needed;
 - Participating in the meetings of neighborhood associations, churches and other neighborhood-based institutions; and
 - Hosting community engagement activities at times that accommodate residents' and business owners' work schedules.
- Providing Spanish language translation for community outreach methods, public meetings, and written resources.

Capacity Building for Community-Based Organizations

SAGE will provide capacity building for smaller and/or less experienced community based organizations engaged in Eastside Promise Zone initiatives. SAGE may act as a fiscal agent, a provider of “back office” administrative services or provide technical assistance. SAGE will work with CBOs to implement programs and allocate funding appropriately, providing them with technical assistance on an as-needed basis. The goal of these capacity building services will be to ensure the accountability and strong financial management that is necessary to increase direct investment in community-based organizations by funder-partners.

Neighborhood Marketing

The CIC Agency will act as the lead for marketing, sustaining, and building the neighborhood’s brand and image. In this role, SAGE will:

- manage a website and social media for the Eastside Promise Zone;
- engage local media about Eastside Promise Zone milestones, including major accomplishments and impacts reported by Promise Zone partners;
- engage the local real estate industry to maintain a strong and positive image of the community for existing residents as well as potential renters and buyers;
- in coordination with relevant city agencies, engage small businesses and larger corporations to support their decision to invest in and locate in the community.

Sustainability

Working closely with the Eastside Promise Zone Coordinating Council, SAGE will take the lead in facilitating communication among the partners regarding resource development for initiatives in the Promise Zone. Each member of the Coordinating Council will undertake their own resource development efforts and will inform the other members of the Coordinating Council of significant fundraising efforts that target the Promise Zone. SAGE will be the central point of contact for this communication among members of the Coordinating Council. To the extent that organizations not represented on the Coordinating Council seek the explicit support of the Council for specific proposals or requests for funding, SAGE will be the point of contact for this communication.

SAGE will also seek to coordinate the development of joint proposals for funding among members of the Coordinating Council and other agencies that serve the Promise Zone. In some instances, SAGE may act as the fiscal lead for collaborative proposals, and in other instances, SAGE will only facilitate communication among partners.

Committees of the Coordinating Council

The Executive Committee of the Coordinating Council is appointed by the Chair and is tasked with acting on behalf of the Coordinating Council between its quarterly meetings.

The Coordinating Council may establish one or more committees to focus on priority areas that require a high degree of coordination among organizations working in the Promise Zone. In other cases, the Coordinating Council may delegate to the CIC agency, or another partner, to pursue a priority that requires less coordination or that is in the early stages of development. Examples of priority areas that require a Committee could include public safety, workforce development, kinder-readiness or housing.

Community engagement

Community inclusion and engagement are complex approaches that requires trust, transparency and commitment. The ability to do so in a manner that integrates community input into the decision-making process is necessary for a sustainable community investment efforts. The foundation for community inclusion and engagement in the Promise Zone are identified in the following principles:

- Acknowledge and preserve the history, culture and demographics of the Eastside;
- Integrate community resident and business owners into decision-making processes about investments in the neighborhoods in which they live, work and worship;
- Reflect the needs and opportunities of the community, as identified by community members, in approaches to investment in the community;
- Promote policies that connect people and businesses to opportunity;

- Balance economic development and growth policies and incentives with accompanying policies for cultural preservation and protecting vulnerable populations;
- Develop culturally and linguistically relevant approaches for community engagement, inclusion and disseminating of information.

In addition to these principles, the following will reflect the approach to community engagement in the Promise Zone by the CIC agency and community partners.

- Including community members on the Coordinating Council is a necessary, but not sufficient, element of a robust and ongoing community engagement and that the process should include community meetings and outreach to community-based institutions;
- The Council recognizes the particular importance of reaching out to institutions that include: neighborhood associations that are recognized by the City of San Antonio; Parent Teacher Organizations at the SAISD public schools in the Promise Zone; places of worship; and business associations that include a significant membership of small businesses whose primary operations are in the Promise Zone.
- The Council understands that supporting the full participation of community members requires that meetings be held at diverse times of day and locations that are accessible to the community.
- The Council recognizes that full participation by community members requires an investment in leadership development and capacity building efforts for neighborhood-based organizations.

From October 2017 to March 2018, SAGE solicited input from Eastside Promise Zone community members, including residents, business owners, students, faith leaders, and others, to determine which programs and initiatives should be sustained. This was done through a series of targeted focus groups and community meetings. Outreach for these events was made in both English and Spanish, and both Focus Groups and Community Meetings were facilitated by SAGE and focused on obtaining answers the following questions related to the areas of education, safety, employment, housing, economic development and health:

- What are the most important changes you have seen in your neighborhood over the last five years? Why?
- What caused these changes or who made those changes?
- What changes still need to be made in your neighborhood? Why?

Five focus groups were held from December 9, 2017 to February 10, 2018. The target audiences for the individual focus groups included: non-profit organizations, educators, faith leaders, local small business owners, and neighborhood associations. Each focus group had between 5-20 participants, with a total of 88 participants. Further, sixty-four representatives of Eastside non-profit agencies participated in the SAGE Eastside Non-Profit Funding Symposium on December 9. Community input was incorporated into this plan and documentation is included in the appendix.

A Shared Vision and Metrics of Success for the Eastside Promise Zone

The members of the Eastside Promise Zone Coordinating Council have a vision for a stronger, more economically vital Eastside in which low- and moderate income residents share in the benefits of broader community improvement. In order to achieve this vision, the Coordinating Council has defined a set of high-level goals to focus the efforts of participating partners. Under each goal, specific metrics have been identified to measure whether the goal is being met. The Coordinating Council has focused on a relatively limited number of metrics, as compared to the overall ambition of their vision, in order to hone in on what the Council views as most critical for achieving transformational impact, rather than attempting to describe every activity to be undertaken.

The Coordinating Council recognizes that the community investment efforts to date, and perhaps even more in the future, are made up of many different strategies, projects and programs undertaken by many different organizations and entities. Each project or program will necessarily have its own metrics for success and a project or program-level vision for success. The Coordinating Council also recognizes that many of the most important ultimate impacts they seek to achieve under the auspices of the Promise Zone will result not from any single project or program, rather from the coordinated impacts of multiple efforts. The institutions represented on the Coordinating Council are committed to integrating the goals and metrics presented below, to the greatest extent possible, into their projects and programs in the Promise Zone and to collecting and transparently sharing data that meaningfully contribute to an understanding of whether the overarching Promise Zone goals are being met.

The metrics have also been selected to maximize integration with existing data collection and impact assessment efforts, including the 2015 planning process with Living Cities to develop metrics for Eastside Promise, SAPD Uniform Crime Reporting, the SAISD Blueprint for Success, and SA2020, among others. The metrics are intended to be collected quarterly and reported publicly on an annual basis. The baseline year for data collection is 2016. The Collective Impact Coordinator for the Eastside Promise Zone is tasked with gathering data from partners and developing an annual report.

1. Continue to reduce crime and improve public safety in the Promise Zone

- *Metric:* Number and trend for violent crimes
Data Source: SAPD Crime Data – UCR Violent Crimes in the Eastern Substation excluding areas 4360, 4330, 4320

- *Metric:* Number and trend for property crimes
Data Source: SAPD Crime Data – UCR Property Crimes in the Eastern Substation excluding areas 4360, 4330, 4320

- *Metric:* Number and trend for domestic violence
Data Source: SAPD Crime data – Homicide (Family Violence), Aggravated Family Violence, Family Violence and Protective Order Violations in the Eastern Substation excluding areas 4360, 4330, 4320
- *Metric:* Number and trend for child abuse
Data Source: Confirmed victims of abuse/neglect per 1,000 children 0-20, SAPD Crime data, Texas Department of Family and Protective Services, ChildSafe
- *Metric:* Number and trend for police involved injury or death in Eastern Substation
Data Source: <http://www.sanantonio.gov/SAPD/Officer-Involved-Shooting>
- *Metric:* Number and trend for injuries from dangerous animals.
Data Source: COSA Animal Care Services

2. Increase the kindergarten readiness of children ages 0-4 in the Promise Zone

- *Metric:* Number of early childhood centers that are accredited through a TECA-recognized third-party accreditation process
Data Source: United Way, COSA Department of Human Services
- *Metric:* Number of home day care providers that receive training and inspection
Data Source: United Way, COSA Department of Human Services, Voices for Children
- *Metric:* Number, percentage and trend for children 0-5 demonstrating kinder-readiness
Data Source: United Way, COSA Department of Human Services

3. Ensure students from the hardest to serve families that attend any school in the Promise Zone achieve at a higher academic level and advance to higher education

3a. Ensure high-quality, out-of-school support for school-age youth in the Promise Zone

- *Metric:* Number and percentage of students accessing out-of-school opportunities for academic advancement, by campus, by income quartile
Data Source: SAISD, Charter Schools, Parochial Schools, United Way and United Way-approved service providers, COSA Department of Human Services
- *Metric:* Number and percentage of students accessing out-of-school recreational opportunities, by campus, by income quartile
Data Source: SAISD, Charter Schools, Parochial Schools, United Way and United Way-approved service providers, COSA Department of Human Services

- *Metric:* Number of students for whom summer learning loss is less than the average loss for SAISD students.

Data Source: SAISD, Charter Schools, Parochial Schools, United Way and United Way-approved service providers, COSA Department of Human Services

3b. *Improve K-12 academic performance for school-age students that attend schools in the Promise Zone*

- *Metric:* Number, percentage and trend for 3rd grade students that are reading at grade level or better, by campus, by income quartile

Data Source: SAISD, Charter Schools, Parochial Schools

- *Metric:* Number, percentage and trend for 5th grade students that are scoring at grade level or better on a credible assessment, by campus, by income quartile

Data Source: SAISD, Charter Schools, Parochial Schools

- *Metric:* Number, percentage and trend for 8th grade students that pass algebra, by campus, by income quartile

Data Source: SAISD, Charter Schools, Parochial Schools

- *Metric:* Number, percentage and trend for students moving, exiting or dropping out by campus, by grade at mid-year and end of year

Data Source: SAISD, Charter Schools, Parochial Schools

- *Metric:* Passing rate and trend for middle school and high students that failed in the prior year by campus, by income quartile

Data Source: SAISD, Charter Schools, Parochial Schools

3c. *Residents and students in the Promise Zone connect sustainably to higher education*

- *Metric:* Number and percentage of students from the Promise Zone that require remediation when they begin college courses.

Data Source: Texas Success Initiative Assessment (TSI) scores from ACCD, SAISD, Colleges and universities with more than 10 students from high schools in the Promise Zone

- *Metric:* Number and percentage of students from the Promise Zone, by semester, that drop out of college.

Data Source: ACCD, SAISD, Colleges and universities with more than 10 students from high schools in the Promise Zone

- *Metric:* Annual matriculation of Promise Zone residents to St. Philips Community College.

Data Source: St. Philips Community College

4. Improve the quality of life for those that live, work and worship in the Promise Zone

4a. Support a balanced housing market in the Promise Zone that provides quality housing choices to residents across the entire income spectrum

- *Metric:* Number of units, tenure and rent/sale price of any new housing produced in the Promise Zone

Data Source: SABOR, Individual developers, COSA Center City Development Office

- *Metric:* Percentage and trend for median cost burden for renters and owners by block group

Data Source: US Census

- *Metric:* Occupancy rate in subsidized housing communities, reported quarterly

Data Source: San Antonio Housing Authority, Owners of subsidized housing

4b. Support long-term residents of the Promise Zone to retain their housing

- *Metric:* Number, percentage and trend for residents in the same house as last year, by block group

Data Source: US Census

- *Metric:* Percentage and trend for median age, race, Hispanic origin, gender, median income, median housing cost and Population 25 years or older with at least a bachelor's degree by census tract

Data Source: US Census

- *Metric:* Number of residents of subsidized housing that receive services that help them retain their housing

Data Source: San Antonio Housing Authority, Owners of subsidized housing

4c. Support improvements in public health outcomes

- *Metric:* Number, percentage and trend for adults and children without health insurance

Data Source: US Census

- *Metric:* Incidence and trend per 1,000 births of infant mortality and/or low birthweight

Data Source: US Centers for Disease Control

- *Metric:* Births per thousand adolescent females ages 15-19.

Data Source: US Census

5. Improve the economic circumstances of low- and moderate-income people in the Promise Zone

5a. Engage unemployed and hard-to-employ populations in the workforce

- *Metric:* Number of low- and moderate-income adults placed in employment and percentage with 90 day job retention
Data Source: Alamo Community College District, Workforce Solutions Alamo, Goodwill Industries
- *Metric:* Number of formerly incarcerated individuals placed in employment and percentage with 90 day job retention
Data Source: Alamo Community College District, Workforce Solutions Alamo, Goodwill Industries, Chrysalis Ministries
- *Metric:* Number of individuals receiving education and training certifications or certificates relevant to “in-demand” industries and occupations
Data Source: Alamo Community College District, Workforce Solutions Alamo, Goodwill Industries

5b. Promote inclusive economic development in the Promise Zone

- *Metric:* Number of jobs created in, or relocated to, the Promise Zone through new business starts, expansions and/or business relocations
Data source: City of San Antonio Economic Development Department, San Antonio Economic Development Foundation, SAGE
- *Metric:* Number of small businesses in the Promise Zone that grow as measured by increased revenue and/or job creation
Data source: SAGE
- *Metric:* Amount of non-governmental investment leveraged in the Promise Zone
Data source: SAGE, San Antonio Department for Economic Development

6. Strengthen the institutions and community facilities that are needed to achieve social impact in the Eastside Promise Zone

6a. Support Excellence in SAISD Schools

- *Metric:* Number of teachers and assistant principals in SAISD schools in the Promise Zone participating in a residency or intensive training
Data Source: SAISD

- *Metric:* Number of schools with strong principals (as defined by SAISD) that retain their principals in each academic year

Data Source: SAISD

- *Metric:* Number, percentage and trend for SAISD elementary students in schools located in the Promise Zone that remain in the same school from one academic year to the next and for successive years or that matriculate to SAISD middle schools in the established feeder patterns

Data Source: SAISD

6b. Build capacity and increase investment in community-based non-profit organizations

- *Metric:* Extent to which the annual budget for the Collective Impact Scope of Work is fully raised

Data Source: SAGE

- *Metric:* Total new investments in community-based non-profit organizations as a result of capacity building assistance from CIC Agency.

Data Source: SAGE

6c. Strengthen the Eastside Education and Training Center (EETC) as a center for adult education and workforce development services

- *Metric:* Total new investments in services at the EETC

Data Source: ACCD and other EETC partner agencies

6d. Strengthen the Good Samaritan Veterans Outreach and Transition Center (VOTC)

- *Metric:* Total new investments in services at the VOTC

Data Source: St. Philip's College and other VOTC partner agencies

6e. Rehabilitate existing community-serving facilities

- *Metric:* Amount of funding secured to address a documented physical improvement need at the Ella Austin Community Center or the Eastside Education and Training Center (EETC).

Data Source: Ella Austin Community Center, ACCD and COSA

Priorities for Sustainability

The Coordinating Council has identified priority initiatives that are well-aligned with the Promise Zone vision, goals and metrics. These priorities are organized below by the same goals used to categorize the metrics of success identified in the previous section. The Coordinating Council has identified priority programs and initiatives in this plan in order to encourage collaboration among the partners, to guide the efforts of the Collective Impact Coordinator and as a signal to funders and investors that these priorities are important to the overall success of the Eastside Promise Zone collective impact effort. The identified priorities include established programs and projects that have a demonstrated track record of impact and community support. They also include priorities for which a program or project is not yet established, or is nascent, but for which a pressing community need has been identified. The Coordinating Council may choose to revisit these selected priority initiatives on an annual basis.

The Coordinating Council seeks to mobilize public and private investment in the following priority initiatives.

Continue to reduce crime and improve public safety in the Promise Zone

Program/ Activity:	<i>Community Policing Strategies</i>
Lead Agency:	San Antonio Police Department
Description:	FY'18 COSA Budget included funding for 4 additional police officers based out of the Eastside precinct, representing a significant new investment in public safety on the Eastside. Above baseline services and specialized community policing strategies will require new funding sources.

Program/ Activity:	<i>Midnight Basketball</i>
Lead Agency:	Davis Scott Family YMCA
Description:	There is strong community support for the midnight basketball program.

Program/ Activity:	<i>Community Lighting</i>
Lead Agency:	COSA, CPS
Description:	Based on a 2016 CPS study of lighting on the Eastside, specific lighting improvement opportunities have been identified.

Program/ Activity:	<i>New Child Abuse Prevention and Treatment Campus</i>
Lead Agency:	ChildSafe
Description:	Childsafe is constructing a new campus on a 36 acre parcel along I10 at East Houston in the Salado Creek Greenway.

Prepare children ages 0-4 in the Promise Zone for kindergarten

Program/ Activity:	<i>Subsidized childcare assistance</i>
Lead Agency:	Workforce Solutions Alamo – Childcare Services (CCS), COSA Department of Human Services
Description:	Workforce Solutions Alamo (WSA) Child Care Services (CCS) provides subsidized childcare assistance to eligible families throughout the Alamo Region. http://www.workforcesolutionsalamo.org/services-2/child-care-services

Program/ Activity:	<i>Childcare providers</i>
Lead Agency:	Numerous United Way funded agencies
Description:	The Healy Murphy Child Development Center holds a Texas Rising Star 4 star rating. Ella Austin Community Center operates a licensed childcare center including early head start. The Miller Child Development Center also operates a licensed childcare program, including infant care. SAISD operates early childhood education centers in the Promise Zone at Tynan and Caroll. St. Philips College operates a child development center which gives priority to full time SPC students. Based on data from the UW EPN, overall utilization of early childcare services in the community appears to be shifting from center-based care to home-based providers.

Program/ Activity:	<i>Training for child care providers</i>
Lead Agency:	Voices for Children, ACCD child development certification programs
Description:	Voices for Children is committed to improving the quality of early childhood care and education by providing high quality professional development to those who care for and care about our children. https://www.voicessa.org/early-childhood-workshop ACCD provides certification programs for child development providers.

Ensure students from the hardest to serve families that attend any school in the Promise Zone achieve at a higher academic level and advance to higher education

Improve K-12 academic performance for school-age students that attend schools in the Promise Zone

Program/ Activity:	<i>Core K-12 education services</i>
Lead Agency:	SAISD, Charter, Private and Parochial Schools
Description:	The core K-12 academic services provided by the public, private and parochial schools in the Promise Zone are the foundation upon which all other youth services build. SAISD recognizes in its approach to providing academic services that there is a need to work with partners to address a wide range of non-academic challenges for a sizable portion of its students from high poverty neighborhoods and/or single-parent households.

Program/ Activity:	<i>Trinity Leadership Partnership, Instructional Coaches</i>
Lead Agency:	San Antonio Independent School District, Trinity University
Description:	Leadership training for SAISD school administrators and instructional training for teachers have been important resources for strengthening SAISD schools that were the focus of the EPN and sustained investment in leaderships development and training for SAISD staff continues to be an important priority.

Ensure high quality out-of-school support for school-age youth in the Promise Zone

Program/ Activity:	<i>Out-of-school-time (OST) programming</i>
Lead Agency:	Numerous EPN/ United Way funded agencies
Description:	The EPN made a multi-year, multi-million dollar investment in out-of-school-time services for students in the Promise Neighborhood. OST service providers have included Boys and Girls Club of San Antonio, Ella Austin Community Center, Girl Scouts of Southwest Texas, Martinez Street Women’s Center, the YMCA of Greater San Antonio, Communities in Schools San Antonio and the City of San Antonio Department of Parks and Recreation. Ongoing investment in OST services in close coordination with SAISD is a high level priority for the Promise Zone partners. A particular need has been identified to focus summer time services specifically on reducing summer learning loss.

Program/ Activity:	<i>Attendance Task Force</i>
Lead Agency:	SAISD, SAHA with Communities in Schools
Description:	An coordinated effort to address chronic truancy among youth who attend SAISD schools and reside in SAHA housing, including case management and data sharing.

Program/ Activity:	<i>Expanding access to mental health services in SAISD schools</i>
Lead Agency:	SAISD
Description:	SAISD has placed a priority on enhancing mental health services for the students it serves and expansion of pilot efforts will require new funding.

Graduates from high schools in the Promise Zone connect sustainably to higher education

Program/ Activity:	<i>College counseling services</i>
Lead Agency:	SAISD
Description:	Public funding for college counseling services are inadequate and new resources are needed for innovative and above current baseline services to assist high school students to connect sustainably to college.

Program/ Activity:	<i>Services to address “summer melt” and remediation for students entering college</i>
Lead Agency:	SAISD, St. Philips Community College
Description:	The St. Philips Fresh X summer bridge program is designed to support students who are not yet college ready to successfully enter St. Philips. There is a need for additional services to support high school students in the Promise Zone to ensure they are prepared for success in college and successfully matriculate to an institution of higher learning.

Improve the quality of life for those that live, work and worship in the Promise Zone

Support a balanced housing market in the Promise Zone that provides quality housing choices to residents across the entire income spectrum

Program/ Activity:	<i>Affordable housing resources and services</i>
Lead Agency:	San Antonio Housing Authority, Merced Housing Texas
Description:	SAHA owns and operates more affordable housing units on the Eastside than any other entity, including the newly redeveloped East Meadows community. SAHA is collaborating with St. Phillips College to develop a “tiny homes” program to address the needs of homeless students. Merced Housing Texas is developing a 202 housing development for the elderly and rehabilitates owner-occupied homes for low-income households. A need has been identified for greater coordination and engagement with developers and providers of affordable housing resources to ensure balanced development of the Eastside’s housing market.

Support long-term residents of the Promise Zone to retain their housing

Program/ Activity:	<i>Housing counseling for low- and moderate-income homeowners and renters</i>
Lead Agency:	None identified to date
Description:	The strengthening housing market, particular in the near Eastside, is creating affordability challenges for vulnerable households who can benefit from housing counseling services. There not currently a provider of housing counseling services identified that is targeting its services to near Eastside neighborhoods.

Support improvements in public health outcomes

Program/ Activity:	<i>Community health services</i>
Lead Agency:	Comunicare’s Dr. Frank Bryant Health Center, University Health System’s Dr. Robert L. M. Hilliard Center

Description:	The Eastside Promise Zone seeks to ensure that community residents are aware of community health services and have the ability to access those services, including by ensuring maximum access to health coverage.
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Program/ Activity:	<i>Prenatal care and teen pregnancy prevention</i>
Lead Agency:	San Antonio Metro Health – Healthy Start, San Antonio Teen Pregnancy Prevention Collaborative, Bexar County Health Collaborative
Description:	The EPZ seeks to align itself with existing collaborative efforts to address factors that impact infant mortality and teen pregnancy.

Program/ Activity:	<i>Urban Farm, Farmers Markets, Community Gardens</i>
Lead Agency:	San Antonio Housing Authority, Bexar County, Gardopia
Description:	A healthy foods and community-building program funded through the Choice Neighborhood Initiative to address limited access to fresh fruits and vegetables for Eastside residents.

Improve the economic circumstances of low- and moderate-income people in the Promise Zone

Engage unemployed and hard-to-employ populations in the workforce

Program/ Activity:	<i>Job Placement, Job Readiness, Job Referrals, and Tuition Support</i>
Lead Agency:	Workforce Solutions Alamo
Description:	The Workforce Solutions Alamo Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. Workforce Solutions invests tens of millions of dollars made available through the federal Workforce Innovation and Opportunity Act (WIOA) in workforce development and childcare services. WSA is actively engaged in a partnership at the EETC and has recently decided to relocate its one stop office on E. Houston Street to the EETC, making this a primary hub of workforce services in the County. http://www.workforcesolutionsalamo.org/ready-set-work

Program/ Activity:	<i>Workforce Development Case Management</i>
Lead Agency:	Goodwill services at the EETC
Description:	Goodwill provides a wide range of workforce development and training services including the primary case management services at the Eastside Education and Training Center (EETC) and for the United Way Dual Generation Program.

Program/ Activity:	<i>Adult Literacy, GED Preparation</i>
Lead Agency:	Each One Teach One
Description:	Each One Teach One improves the literacy levels of San Antonio's adult population through individualized curricula and one-on-one tutoring and provides services at the EETC.

Program/ Activity:	<i>Re-Entry Services and Job Placement for Ex-Offenders</i>
Lead Agency:	Chrysalis Ministries, LLC
Description:	Chrysalis Ministries is an ecumenical ministry that values interfaith cooperation and provides religious services, support groups, and/or educational classes in 15 adult and juvenile detention and treatment facilities in San Antonio / Bexar County, as well as the Bexar County Re-entry Program.

Program/ Activity:	<i>Case Management Services</i>
Lead Agency:	Urban Strategies
Description:	Urban Strategies is a national non-profit organization that implements place-based human capital development strategies in public housing communities that are undergoing comprehensive revitalization. Urban Strategies implemented a five year case management support program for residents of the Wheatley Courts public housing community during the Choice Neighborhood redevelopment effort.

Promote inclusive economic development in the Promise Zone

Program/ Activity:	<i>Business recruitment and retention</i>
Lead Agency:	SAGE
Description:	With funding from the US EDA, SAGE developed an economic development strategy for the Promise Zone. SAGE operates a number of economic development investment programs, including the Grow Eastside Fund, the SAGE Equity Fund, the Choice Neighborhood Façade Improvement Program and Store Front Grants. SAGE utilizes these investment tools to recruit and retain businesses in the Promise Zone.

Program/ Activity:	<i>Good Samaritan Veterans Outreach and Transition Center</i>
Lead Agency:	St. Philips, COSA, SAHA
Description:	A partnership designed to provide supportive services for veterans/families transitioning from the military to the community at large.

Strengthen community-based institutions and facilities that are needed to achieve social impact in the Eastside Promise Zone

Build capacity among community-based, non-profit organizations

Program/ Activity:	<i>The Eastside Promise Zone Collective Impact Coordinator (CIC) Scope of Work</i>
Lead Agency:	SAGE
Description:	The scope of work for the CIC agency is described earlier in this plan and includes non-profit capacity building and neighborhood leadership development. Confirmed financial support from COSA, San Antonio Areas Foundation/ Santikos Foundation; United Way; Annie E. Casey Foundation; SAHA, SAISD, Goodwill and VIA

Strengthen the Eastside Education and Training Center (EETC) as a center for adult education and workforce development services

Program/ Activity:	<i>Management Services for the EETC</i>
Lead Agency:	Alamo Community College District
Description:	The EETC opened in January 2017 in a 56,000-square/foot facility at 4551 Dietrich Road, a former elementary school owned by San Antonio Independent School District (SAISD). The Alamo Community College District operates the center, including with financial support from the City of San Antonio. Major partners in the facility include Workforce Solutions Alamo, Goodwill, United Way of San Antonio and Bexar County and SAGE. The partners are working to achieve a client-centered integration of services that improves workforce development outcomes for the hardest-to-serve populations.

Rehabilitate existing community-serving facilities

Program/ Activity:	<i>Rehabilitation of the Ella Austin Community Center</i>
Lead Agency:	Ella Austin Community Center and San Antonio for Growth on the Eastside (SAGE)
Description:	SAGE is serving as the fiscal agent for a major contribution from HEB to support the rehabilitation of the Ella Austin Community Center.

Program/ Activity:	<i>Rehabilitation of the Eastside Education and Training Center (EETC)</i>
Lead Agency:	SAISD, Alamo Community College District, City of San Antonio
Description:	The City of San Antonio served as a co-applicant with Alamo Colleges and SAISD to secure a \$1.5 million grant from the U.S. Economic Development Administration to renovate the EETC. Additional physical improvements may be necessary as the range of services available at the EETC increases.

Coordinated Fundraising Efforts

This Sustainability Plan presents the history and context out of which the Eastside Promise Zone developed and a summary of the deliberations that led to establishing a collective impact approach moving forward. It also presents accomplishments and momentum achieved to date and a clear vision and set of metrics for guiding ongoing progress. With a clear vision defined, it also presents funders and investors with a menu of programs and projects that are aligned with that vision and that require ongoing investment. This final section – a fundraising coordination plan – is intended to provide the framework for collective efforts to increase overall investment in the Eastside Promise Zone, with a particular focus on non-governmental sources.

Each of the many agencies that are engaged in community reinvestment efforts in the Eastside Promise Zone implement their own individual fundraising strategies. This Fundraising Coordination Plan does not take the place of those necessary agency efforts, rather it is designed to enhance and coordinate among those individual fundraising efforts, resulting in an eco-system that presents funders with clear and compelling opportunities to invest in the Eastside Promise Zone.

The Collective Impact Coordinator (CIC) Agency will take the lead on collective sustainability efforts, as described in the scope of services (excerpt below). A designated sustainability committee or the executive committee of the Coordinating Council should be charged with supporting and monitoring the CIC Agency's work on sustainability.

Sustainability

Working closely with the Eastside Promise Zone Coordinating Council, SAGE will take the lead in facilitating communication among the partners regarding resource development for initiatives in the Promise Zone. Each member of the Coordinating Council will undertake their own resource development efforts and will inform the other members of the Coordinating Council of significant fundraising efforts that target the Promise Zone. SAGE will be the central point of contact for this communication among members of the Coordinating Council. To the extent that organizations not represented on the Coordinating Council seek the explicit support of the Council for specific proposals or requests for funding, SAGE will be the point of contact for this communication.

SAGE will also seek to coordinate the development of joint proposals for funding among members of the Coordinating Council and other agencies that serve the Promise Zone. In some instances, SAGE may act as the fiscal lead for collaborative proposals, and in other instances, SAGE will only facilitate communication among partners.

The City of San Antonio's Office of Eastpoint is responsible for providing letters of endorsement to applicants for federal funding to certify that their application is consistent with the Promise Zone collective impact effort.

The Executive Committee of the Eastside Promise Zone Coordinating Council is responsible for providing letter of support or endorsement to applicants for non-federal funding to certify that their application is consistent with the Promise Zone collective impact effort.

The following are strategies for communicating with funders/ donors about the overall strategy and structure of the Eastside Promise Zone collective impact effort and facilitating connections between funders/ donors and those organizations that are undertaking programs and projects that are aligned with the collective impact goals and metrics described in this document.

- *Convene a Funder Briefing* – The CIC agency can play a catalytic role by working with members of the Coordinating Council, as well as current private and philanthropic investors, to host a briefing for potential funders to facilitate their investment in the Eastside Promise Zone in a manner consistent with this Sustainability Plan. Grant making and investments from regulated banks, motivated by their obligations under the Community Reinvestment Act, represent a significant portion of the capital available to support community development activities.
- *Host an Annual Promise Zone Non-profit Funding Symposium* – The purpose of an annual community funding summit is to educate local philanthropic organizations about the opportunities to invest in the Eastside Promise Zone and facilitate connections between community-based, non-profit organizations and philanthropy. Within months of taking on the CIC agency role, SAGE organized the first community funding summit, which included participants from 12 local philanthropic institutions and 64 non-profit organizations. A full list is provided in the appendices.
- *Market Eastside Promise Zone to Individual Donors Through the United Way Campaign, Combined Federal Campaign and Big Give SA* – There is the opportunity to raise funds from individual donors to support activities in the Eastside Promise Zone through well-established charitable giving campaigns, including the United Way of San Antonio and Bexar County, the Combined Federal Campaign and Big Give San Antonio. While many non-profits that operate in the Eastside Promise Zone benefit from one or more of these campaigns, many more do not. A potential goal for the non-profit capacity building work of the CIC agency can be to help connect local non-profits to these established fundraising efforts, which may include organizational capacity building efforts such as meeting standards of accountability and impact assessment.
- *Leverage Investments from the City of San Antonio and Bexar County* – The City of San Antonio and Bexar County are the units of local government with jurisdiction over the Eastside Promise Zone and both have made significant investments in the Promise Zone over the past five years. The City of San Antonio is also supported the CIC agency’s work in its 2018 budget. Members of the Coordinating Council have the opportunity to engage the City and the County in advance of future budget cycles to coordinate investment in the Promise Zone.

- *Collectively Engage Regional and National Foundations* – Investments by local grant makers, donors and local government should be viewed not only as a valuable source of revenue to support programmatic activities in the Promise Zone, but also as seed funding to leverage greater investment from sources outside of the City and County. Regional and national foundations, including private foundations, corporate foundations have, in many cases, greater capacity to support community reinvestment efforts, but there is a high level of competition to attract their investments. The Eastside Promise Zone has a number of competitive advantages when seeking highly competitive funding from regional and national foundations, including the following.
 - There exists strong momentum in improving the quality of life in the Promise Zone based on the meaningful achievements of the partners to-date.
 - There are ongoing commitments of resources from the City of San Antonio, the United Way and the San Antonio Area Foundation and a wide range of partners have ongoing plans to invest in the Promise Zone.
 - There has been a process of reflection and learning that informed the governance, collective impact approach and greater involvement from community-based organizations and residents.
 - Elected officials have communicated support for the Promise Zone effort.
 - There is a clear strategy with measurable goals.
 - There exists a high level of coordination and readiness demonstrated by the Eastside Promise Zone collective impact model.
 - The ongoing success of the Promise Zone has the potential to be an important model for place-based investment elsewhere in San Antonio and throughout the country.

The executive committee of the Coordinating Council or a designated sustainability committee, staffed by the CIC Agency, can identify opportunities to apply for funding from national foundations and designate the lead applicant for a coordinated strategy to invest in the Promise Zone.

- *Identify Applicants for Federal Grant Opportunities* – While regularly budgeted annual appropriations for federal community and economic development programs have declined over the past ten years, there are still many relevant funding opportunities available. The Promise Zone designation can provide a competitive advantage to any applications for federal funding targeted to the Promise Zone to the extent that the grant-making agency includes extra points for Promise Zone applicants in their Notice of Funding Availability (NOFA). The implementation of these Promise Zone points has become the exception rather than the rule under the current Presidential Administration, but the potential to implement them under a future Administration prior to 2024 still exists.

Similar to the process of coordination around an application to a regional or national foundation,

the executive committee of the Coordinating Council or a designated sustainability committee, staffed by the CIC Agency, can identify opportunities to apply for federal funding and designate the lead applicant for a coordinated strategy to invest in the Promise Zone.

- *Establish and/or Partner with an Investment Fund or Loan Fund*— While grants are important for funding public services and other charitable work, socially-motivated investment capital can be critical for taking some strategies to greater scale. The US Treasury Department’s Community Development Financial Institutions (CDFI) Fund certifies socially-motivated lending institutions as CDFIs, which are important institutions for securing socially motivated capital and deploying it through products that meet a community economic need. SAGE, the CIC Agency, secured a Technical Assistance grant from the US Treasury CDFI Fund to support its efforts to obtain CDFI certification. There are a range of local and national CDFIs that could be potential partners for securing capital. This strategy will require significant further assessment prior to becoming operational.